

**PERFORMANCE MONITORING  
(Report by the Head of Policy and Strategic Services)**

**1. INTRODUCTION**

- 1.1 The purpose of this report is to present to Members performance management information on "Growing Success" – the Council's Corporate Plan

**2. BACKGROUND INFORMATION**

- 2.2 In January 2007 the Council adopted a revised Corporate Plan "Growing Success". The plan includes around 50 short, medium and long term objectives to help achieve aims and ambitions for Huntingdonshire's communities and the Council itself. In addition the Council have identified a small number, 12, objectives which were considered to be a priority for the immediate future.

**3. Performance Management**

- 3.1 Progress against all 50 or so objectives are reported to Chief Officer Management Team quarterly on a service basis. A progress report from each Division includes performance data in the form of achievement against a target for each of the objectives that those services contributes towards and is supported by narrative on achievements and other issues or risks.
- 3.2 Members of the Overview and Scrutiny Panel have an important role in the Council's comprehensive Performance Management framework and the process of regular review of performance data has been established. In adopting the updated version of Growing Success, and in particular in prioritising objectives, it was intended that members should concentrate their monitoring on a small number of objectives to enable them to take a strategic approach which in turn would build confidence that the Council priorities are being achieved. Members can view all performance reports on the Councils intranet.

**3.3** Members of the Overview and Scrutiny Panels may find broader performance information of help to them in undertaking their review and scrutiny functions. This information can be provided on a regular or ad-hoc basis.

**3.4** Following discussion with the chairmen of the Panels the priority objectives have been allocated between Panels as follows:

<b>Service Support</b>	<b>Service Delivery</b>
To promote development opportunities in and around the market towns	To lower carbon emissions
To enhance public, community and specialist transport into and around the market towns	To enable the provision of affordable housing
To improve access to Council services	To achieve a low level of homelessness
To make our performance management more effective and transparent	To promote healthy lifestyle choices
To reduce the number of car journeys to work by employees	
To build the new operations centre and headquarters	
To be an employer people want to work for	
To re-balance saving and spending to ensure resources are available to achieve the Council's priorities	

#### **4 PERFORMANCE MONITORING**

The following performance data is appended for consideration:

**Annex A** - a summary of achievements, issues and risks relating to the objectives identified by the Heads of Service

**Annex B** - Performance data from services which contribute to the Council objectives. For each measure there is a target, actual performance against target, forecast performance for the next period and a comments field. The data is colour coded as follows:

- green – achieving target or above;
- amber – between target and an "intervention level (the level at which performance is considered to be unacceptable and action is required);
- red – the intervention level or below; and
- grey - data not available

## **5. REVIEW OF GROWING SUCESSS**

The panel are reminded in line with the agreed process the annual review of Growing Success (objectives/targets etc) was intended so that an updated version could be presented to members by end of June. However, the preparation of a new Sustainable Community Strategy (SCS) and Local Area Agreement (LAA) for Cambridgeshire presents an opportunity for the Council to examine our organisational objectives and targets so that we can demonstrate our contribution to these broader outcomes for the benefit of Huntingdonshire. The timing of these documents mean the review of Growing Success will take place in late summer and be submitted to the Council in September. It is proposed this will be adopted as the timetable for the review of Growing Success in future years as this provides a better fit with the Councils business planning, budget, MTP and service planning process.

## **6. RECOMMENDATION**

### **6.1** Members are recommended to;

Consider the results of performance for priority objectives and to comment to the cabinet as appropriate.

## **BACKGROUND INFORMATION**

Performance Management reports produced from the Council's CPMF software system

Growing Success: Corporate Plan

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<b>Objective</b>		
<b>To promote development opportunities in and around the market towns</b>	Achievements:	Draft Local Economy action plan has been developed. Marketing plan for Creative Enterprise Centre developed and service provider group set up to determine programme of training and activities for the Centre. Hosted Town Centre Study tour for neighbouring councils in the East Midlands Development Agency Area to share our best practice
	Issues:	Delivery of Local Economy action plan dependent on external funding. Creative Enterprise Centre activities dependent on partner involvement and funding opportunities
	Risks:	All Partners need to engage if delivery of strategy is to be successful
<b>To enhance public, community and specialist transport into and around the market towns</b>	Achievements:	Sustainable Transport schemes (including the Market Town Transport strategies) are continuing to come to fruition including public transport initiatives being delivered, such as Huntingdon to St. Ives Bus priority measures and an updated car parking strategy and action plan to commence delivery from Summer 2008. Community Transport schemes continue to operate with coverage over the majority of the District
	Issues:	CCC ability to adequately resource MTTs may impact upon the planned delivery of schemes. Community Transport schemes continue to be reliant on volunteer resources to deliver overall objectives
	Risks:	Community Transport highly vulnerable to changes in funding streams and grant availability. Schemes tend to operate financially via a number of different sources. The loss of any one source and the inability to secure alternative funding leaves operational services at high risk of termination
<b>To improve access to Council services</b>	Achievements:	The new customer services team has been established from 1 <sup>st</sup> April and now include customer service centres, call centre, community information centres and tourist information. The new team reports to Julia Barber, who's job title has changed to Head of Customer Services. This new team will start to develop plans to implement the requirements of the recently approved Customer Service Strategy.
	Issues:	
	Risks:	
<b>To make our performance management more effective and transparent</b>	Achievements:	All services entering data into Performance Management system.
	Issues:	Timeliness of data entry necessary to feed into reporting cycle.
	Risks:	Failure to use performance management data could delay development of comprehensive performance management system and affect quality of decision making.
<b>To reduce the number of car journeys to work by employees</b>	Achievements:	Continued involvement in Camshare, promotion of Cycle Scheme and introduction of pool car fleet has assisted in reducing car usage. Eastfield House site specific plan in place
	Issues:	Providing officer time to promote travel plan issues and monitoring targets set within

		corporate and site specific plans
	Risks:	Considerable officer time required to roll out site specific travel plans and to monitor and update those currently in place within the corporate plan
<b>To build the new operations centre and headquarters</b>	Achievements:	Construction work is on progress with the basic structure of Building C/D nearing completion. Detailed planning for the relocation of staff into the new building is well advanced. A planning consent has been secured for the residential development of the site of the former Building A. A marketing exercise has started and tenders for the purchase of the land are due for return in June 2008.
	Issues:	Planning conditions relating to the external landscaping have not yet been discharged. Negotiations continue with the planners to achieve discharge before the construction programme is delayed.
	Risks:	Utilities have been ordered to reduce the risk of delay due to the companies' failure to provide their services to programme. The national economy is reducing house sales and this may reduce interest in the residential land.
<b>To be an employer people want to work for</b>	Achievements:	The numbers of applications received locally imply that we are well thought of as an employer.
	Issues:	From staff survey June 07 - 71% Stated that "I am satisfied with Council as my employer"
	Risks:	If HDC were not well thought of this would impact on number of application received and an increasing staff turnover
<b>To re-balance saving and spending to ensure resources are available to achieve the Council's priorities</b>	Achievements:	The Budget and MTP was approved by Council on the 20 February 2008. This produced a balanced budget for 2008/9 and reduced the 'gap' identified in future years budgets. We now anticipate achieving a small surplus in the revenue account for 2007/8.
	Issues:	Over the course of the 2008 we will be working on how to address the £500,000 - £2m 'gap' in the revenue budget which is currently apparent for 2009/10 – 2011/2
	Risks:	We are unable to generate sufficient plans to generate new income or reduce expenditure

**SERVICE SUPPORT (up to 31<sup>st</sup> March 2008)**
**ANNEX B**

Community/Council Aim: A strong, diverse economy						
Objective: To promote development opportunities in and around the market towns						
Division: Policy and Strategic Services						
Divisional Objective: To promote development opportunities in and around the market towns						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Review the Local Economy strategy & identify priorities	% of LES actions/milestones on track	90	100	100		QRT
Divisional Objective: To support town centres to be economically viable and vibrant						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Support the sustainable development of Town Centre Partnerships	% of town centre projects on track as specified in their annual action plans	90	100	100		QRT
Community/Council Aim: Access to Services and Transport						
Objective: To enhance public, community and specialist transport into and around the market towns						
Division: Planning						
Divisional objective: To encourage more sustainable forms of transport						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Develop car parking strategy	To complete car parking strategy and develop Action plan for post – April 2008 delivery	1	1	1		YRL
Development of market town transport strategies (to set the policy framework)/Develop targeted proposals and initiatives (to encourage specific provision)	Membership of Nene and Ouse community transport	850	850	850		QRT
	More than 18.5% modal share for daily bus, cycle and pedestrian trips across all 4 market towns (Ave. Figure)	18.5	19.5	18		YRL
Objective: To improve access to council services						
Division: IMD						
Divisional Objective: To review how customers can access Council Services and, if necessary, to deliver change projects as part of the customer First Programme.						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Deliver elements of the temporary Customer Service Centre project as defined in the PID	Progress towards review of the customer service strategy and implementation of authorised projects on target	1	1	1	1=on target IMD delivered against the project implementation document for the temp customer service centre on time and to budget. The revised customer service strategy was approved by Cabinet in Feb 08. This measure will be removed from IMD scorecard.	QRT
Provide Access to Council Services Via the	Percentage of calls answered with 20 Seconds	80	81	80		QRT

Call Centre and to deliver Phase 2 – Roll-out Services to call Centre (from late Autumn 2007)	Percentage of residents rate access to council services as good/excellent in the Council-wide annual survey	70			Data will be available in due course	YRL
To implement and additional Kiosk in St Neots	Progress towards the implementation of a temporary customer service centre and St Neots kiosk on target	1	1		Implemented	QRT
<b>Division: Revenue and Benefits</b>						
<b>Divisional Objective: To provide a prompt and effective service to customers</b>						
<b>Key Activity(s) only to deliver service objective:</b>	<b>Key Measure:</b>	<b>Target:</b>	<b>Actual</b>	<b>Forecast</b>	<b>Comments:</b>	
Dealing with callers at the CSC	Average waiting time (in minutes)	<5.00	4.2		Average waiting time per customer per day over the qrt	QRT
	Maximum waiting time (in minutes)	<60.00	29		Maximum waiting time any one person had to wait per day over the qrt	QRT
	Number of visitors per quarter	13500	15682			QRT
<b>Division: Personnel</b>						
<b>Divisional Objective: To enable e-recruitment</b>						
<b>Key Activity(s) only to deliver service objective:</b>	<b>Key Measure:</b>	<b>Target:</b>	<b>Actual</b>	<b>Forecast</b>	<b>Comments:</b>	
Advertise posts via Cambs Jobs Portal	Number of hits (opening and looking at post details) per post, per quarter	80	0		Data will be available in due course once the recruitment module in ResourceLink had been operational for 3 months	QRT
Resourcelink – Recruitment Module	Project plan – implementation on track	1	1	1		QRT
<b>Community/Council Aim: To improve our systems and practices</b>						
<b>Objective: To build the new operations centre and headquarters</b>						
<b>Division: Technical Services</b>						
<b>Divisional Objective: Deliver Headquarters and other accommodation project ensuring buildings are completed to specification, on time and to budget</b>						
<b>Key Activity(s) only to deliver service objective:</b>	<b>Key Measure:</b>	<b>Target:</b>	<b>Actual</b>	<b>Forecast</b>	<b>Comments:</b>	
Ensure delivery proceeds in accordance with approves programme	Unauthorised delay relative to items on critical path of approved development programme	0	0	0		QRT
Ensure developer complies with the council's requirements	Non-financial/timing disputes referred for expert adjudication	0	0	0		QRT
Ensure that variations are ordered only after additional funding has been approved	Value of unfunded ordered variations	0	0	0		QRT
<b>Objective: To make our performance management more effective and transparent</b>						
<b>Division: Policy and Strategic Services</b>						
<b>Divisional objective: To make our performance management effective and more transparent</b>						
<b>Key Activity(s) only to deliver service objective:</b>	<b>Key Measure:</b>	<b>Target:</b>	<b>Actual</b>	<b>Forecast</b>	<b>Comments:</b>	
Link all divisional reports to Council and Community objectives	Reports available for COMT on monthly basis	1	1	1	1=on target reports produced monthly	QRT
Set up, maintain divisional reports/Ensure all appropriate data is entered into the system in	Reports available for Members on a quarterly basis	1	1	1	1=on target reports produced monthly	QRT

time to produce management reports. Generate scheduled reports via Corvu						
<b>Objective: To reduce the number of car journeys to work by employees</b>						
<b>Division: Technical Services</b>						
<b>Divisional objective: To reduce the number of car journeys to work by employees</b>						
<b>Key Activity(s) only to deliver service objective:</b>	<b>Key Measure:</b>	<b>Target:</b>	<b>Actual</b>	<b>Forecast</b>	<b>Comments:</b>	
Introduce site specific travel plans at each of the Councils main sites	<b>Reduce</b> the % of employees who drive to work by sole use of car	68	64	64 (06/07 annual survey)	Data taken from the Annual Travel to Work survey published in December 2007.	QRT
<b>Community/Council Aim: To learn and develop</b>						
<b>Objective: To be and Employer People Wish to Work For</b>						
<b>Division: Personnel</b>						
<b>Divisional Objective: To create a culture via policies and procedures that attracts and retains staff</b>						
<b>Key Activity(s) only to deliver service objective:</b>	<b>Key Measure:</b>	<b>Target:</b>	<b>Actual</b>	<b>Forecast</b>	<b>Comments:</b>	
Policies and procedures that keep up to date with modern working patterns	Biennial staff survey - % level of satisfaction	80	71		From staff survey June 07 - 71% Stated that "I am satisfied with Council as my employer. Next survey due in 2009	YRL
Recruitment package	% of posts filled within one round of recruitment	90	94			QRT